

TAB

# ADMINISTRATIVE INTERNAL USE ONLY

Approved For Release 2005/07/12 : CIA-RDP82-00357R000300070044-8

## ITEM B:

Secretarial-Clerical Career Service. The Director has received additional comments on this topic from a group of Agency women with whom he met recently. Support appears to be mixed, but would such a career service ensure more evenhanded treatment of all employees in this category and promote inter-Directorate transfers contributing to better utilization of personnel?

## RESPONSE:

The establishment of formal Career Service, i.e. Directorates, and Career Sub-group, i.e. components within the Directorates, secretarial and clerical panels is an important step toward improving the effectiveness of career development and management of a significant and essential element of the Agency's work force. The Director has raised this topic directly with the Director of Personnel, who has prepared an action paper in response.

On the basis of consideration of the several occupational specialities within the secretarial/clerical area and the particular needs of employees within these groups, it would appear that the career management of the senior secretarial group (GS-08 and above) can best be administered by centralization at the Career Service level. In those Career Services which have established Career Sub-groups (i.e., office level) the career management of secretaries GS-07 and below and all other categories of clericals regardless of grade can more effectively be handled at the Career Sub-group level.

The guidelines relative to establishing such panels will include a uniform policy statement that would limit senior executive offices to a choice of secretaries at the grade or not more than one grade level below that of the position to be filled.

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## ITEM C:

Vacancy Notices. Several of the groups meeting with the Director have complained about the ineffectiveness of the vacancy notice system. Many individuals said they had never seen such a notice. The Director would appreciate a summary of how the system is supposed to work, as well as suggestions on its improvement. Would a mandatory distribution of vacancy notices be practical and ensure that all employees have the opportunity to see such information?

## RESPONSE:

The Vacancy Notice system is an Agency-wide program available to all components that elect, within the guidelines provided by their Directorate, to advertise vacancies. The components establish the deadline date for applications, usually two weeks from the publication date, but they may be longer or "open". All Notices are submitted to the Staff Personnel Division, Office of Personnel, for review, reproduction and distribution, usually within 24 hours of their receipt, to approximately 75 mailing points in the Agency.

Employees interested in the vacancies advertised submit their applications, through command channels established by their component, to the Staff Personnel Division for professional/technical notices or directly to the advertiser for clerical notices. Advertisers deal directly with the applicants' components to arrange interviews if desired, testing, etc., and release dates for those selected. Employees not selected are notified in writing by the component or Staff Personnel Division.

Components either circulate the Vacancy Notices or post them in central locations. Many do both. In addition, the Support Office for each component maintains a formal file of Vacancy Notices and additional copies of the file are maintained in the main Library and OP/SPD offices in Ames Building. There is also a summary list of all Vacancy Notices posted monthly on the official bulletin boards in seven Agency buildings. The locations of the formal files are normally noted on the Vacancy Notices and on the monthly summary.

Numerous suggestions concerning wider circulation, including "mandatory distribution", (e.g. monitor that every employee sees a copy) have been considered but found to be too costly either in time or equipment to warrant their adoption. The positions

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advertised generally apply to a relatively small portion of the Agency population: approximately 63% are for clerical positions, with about 45% of these for positions GS-06 and below. Thus, most of the notices would be of interest to approximately 15% to 25% of the Agency. The almost 2000 responses during 1977 from employees applying for the positions advertised attests to the breadth of the distribution of the Notices. It is possible this number could be increased if the deadline period were lengthened and consideration will be given to this change. Senior management endorsement of the system would also help to insure prompt circulation and/or posting of notices within components.

The Vacancy Notice system is under constant review and analysis to insure it is serving the purpose for which it was designed and to make it responsive to the needs of the employee and of the Agency. As it is now structured, we believe the procedures provide a system which works well within the decentralized authorities of the Directorates, the size of the Agency, the numerous different physical locations of the employees and the levels of the positions advertised.

*I believe there should be more  
teeth behind Personnel Office's role in  
the process:*

- 1. Assured time between advertising  
& filling*
- 2. Some Pers Office role in ensuring  
candidates from other components  
get a fair shake - e.g. Burden  
proof when winner is an insider*
- 3. Weekly (?) summary notes by Pers Office  
on vacancies being advertised*

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ITEM E:

Training. The secretarial-clerical group strongly supported improved training for new employees. What training is now given to new secretarial-clerical employees? What are the pros and cons on the type of training proposed in the attached agenda paper?

RESPONSE:

There are a number of Courses of Instruction, designed specifically for the secretarial-clerical corps of the Agency which are also available to newly hired secretaries and clerks. These include "Administrative Procedures", "Employee Development Course for Office Workers", "Secretarial Administration Course", "Office Management Seminar", and "Orientation for New Employees".

The recommendations made in the group's paper and the concerns raised regarding basic office-related training are understandable. New employees entering into the environment of the Agency are usually faced with some form of cultural shock and require training and instruction about the organization, the manner in which it operates, and information about what is expected of them.

For a number of years this type of training was provided the new employee during the first week on board. This formal training proved to be "lost" on many employees since they had little or no experience in which to relate it.

Surveys taken by the Office of Training revealed that the majority of secretarial and clerical employees felt strongly that formal training should follow one to two months on the job. The "Orientation for New Employees" course was designed in part to meet that perceived need.

It is felt that "on the job" training is the most desirable way for new secretarial and clerical employees to be indoctrinated into the Agency. This training should be provided by knowledgeable Branch or Staff senior secretaries who are thoroughly familiar with general office practices, correspondence procedures and related office matters of the component of initial assignment.

We fully support the recommendation that the Director include in his "Notes from the Director" encouragement to agency managers to enroll their secretarial and clerical personnel in appropriate Agency courses noted in the first paragraph above.

*Let's establish a rule that all new secretarial No -  
employees should attend one (you choose) of these*

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ITEM F:

Operational Support Assistants. How recently have these positions been classified? Are they at a level commensurate with the duties and responsibilities required?

RESPONSE:

All of the Operational Support Assistant positions have been reviewed within the past five years. Since we do not normally review an occupational group separately from an organizational review, these positions were studied as part of the overall DDO surveys.

Such positions range in grades from GS-07 to GS-09--the grades taking into account the overall responsibilities assumed by the incumbents. Positions with duties and responsibilities warranting grades in the GS-10 and above range would be titled other than Operational Support Assistant and would be filled by qualified professional officers.

The result of our surveys of Operational Support Assistant positions is that the existing level appears proper

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ITEM G:

Contract Wives. Comments on this subject have been received from others, too. What effort do we make to assign husband/wife teams to the same post? What are other agencies (State, USIA) doing in such cases?

RESPONSE:

When husbands and wives attempt to pursue individual careers, even within the same agency, some problems are inevitable, particularly when one is assigned to a post outside the headquarters area. The Agency attempts to alleviate such problems without doing violence to the interests of its other employees. In order to protect the status of the employed spouse who might not have the opportunity for employment in the new geographic area, the Agency in 1972 established a policy whereby the spouse would be authorized up to three years leave without pay (LWOP) to permit her/him to accompany the husband/wife to the new post. During this period of LWOP the employee earns six months retirement credit for each calendar year, without contribution, and receives a full year of health and Federal life insurance, without payment of premiums.

*Should be  
have*  
*Dood*

Prior to the 1972 policy, it was normal practice to grant 90 days LWOP to employees accompanying spouses to assignments outside the Headquarters area to allow for travel to the new post and contract employment, if available, without a break in service. The DDO does have a policy, although exceptions are granted, against the contract employment of the spouse of GS-14 and above officers at overseas posts, and there may have been some resignations prior to 1972 as a result. The three year LWOP policy now negates the need for resignation in these cases. Apart from this specific policy, however, there has never been a requirement to resign if there was any possibility of employment at the post in staff or contract status.

The woman employee in the Agency is treated as an individual, and even when she elects to be a "wife" and accompany her husband to an assignment (or alternatively when a husband elects to accompany a wife to her assignment) the spouse is given every consideration for continued employment.

It is true that spouse employees are often placed under contract at salaries lower than their headquarters GS grade. There is no legal way of resolving that situation since the station can employ only at the grade of the available position. It is not always possible for the Agency to provide exactly the job each spouse employee desired, but, within the statutory limitations, position ceiling restraints, and good personnel management practices, all employees are treated as equitably as possible for assignment and career development.

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While the Operations Directorate makes every effort to identify a staff position for the employee accompanying a spouse to an assignment outside the headquarters area, there has been no effort to create the husband/wife team. In most instances, the combination is operations officer/secretary, and the timing of assignments cannot always fit the pattern of availability of positions for both members of the family. At small isolated posts this is sometimes easier to achieve, given the difficulty of such assignments for single persons. These situations, however, are not usually common in a career, hence there is no identified requirement for a large number of this combination of husband/wife team.

State and USIA also provide the three year leave without pay grant for the married employee accompanying a spouse to an overseas assignment. The officer/secretary combination is not as common in State as it is in CIA, probably because the State or USIA officer is normally assigned outside the United States for the major part of a 20-25 year career and the secretary-wife does not maintain a "career" at the successive posts. The more common couple situation is the officer/officer, with one taking the three year LWOP for one assignment, the other taking it the second time around. The problem of two careers has been solved in some instances by the assignment of the two individuals to different posts; State frequently has more posts within a country than CIA does, often making this a workable solution for the employee couple. Contacts at the State Department advise that individuals pursuing the course of alternate LWOPs grant their progression cannot be in the same pattern as the individual who is available for assignment on a full-time basis over the 20-25 year career.

Other areas of concern noted in the Agency Secretarial Group Agenda:

a. The Office of Personnel is reexamining with the Office of Security the requirement for a new security clearance on return to staff status from contract employment.

b. In connection with restoring the original GS grade to the contract wife and insuring no loss of periodic in-step longevity, we can state that every effort is made to return the individual to duty in the grade formerly held, and our experience is that this had been done in most cases. It cannot be guaranteed, however, as Agency personnel and position ceiling impose restrictions on availability of positions and grade thereof. Pay scales are related to duties and responsibilities, and the grade of reappointment must necessarily be related to the position identified for the individual. Approval of PRA status is governed by the provisions of [ ] which are not usually applicable in return to duty situations. Within-grade increases (periodic in-step longevity) are governed by law and can be granted only to individuals who qualify by the level of their job performance, a basis missing if the individual is on LWOP in excess of statutory limits, had no employee status, or was working at a lower grade.

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c. Any contract written for a period in excess of one year, or for an individual converting from staff status without a break in service, is required by law to include retirement benefits, CSR or CIARDS, providing both longevity credit and contributions to retirement funds. Contract employees, however, often elect to take a contract written for a shorter period in order to obtain Social Security coverage.

d. Upon return of the contract employee to headquarters and to staff status, the official personnel material from the field is forwarded to headquarters and is included in the individual's official personnel file, making the OPF the complete record of staff and contract employment.

*Time*

*What concerns me is to have a mechanism such that when an officer w/working years is assigned overseas we check to ensure we're not sending someone else over also if the wife is qualified*

# MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

missing items A, D

☐ UNCLASSIFIED

☐ INTERNAL

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# ROUTING AND RECORD SHEET

78-0342

SUBJECT: (Optional)

FROM:

Acting Director of Personnel  
5E58 Headquarters

EXTENSION

NO.

DATE

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Acting Deputy Director  
for Administration  
7D 18 Headquarters

2.

3. Acting Deputy Director  
of Central Intelligence  
7E 12 Headquarters

4.

5. Special Assistant to the  
DCI

6. 7E 12 Headquarters

7.

8.

9.

10.

11.

12.

13.

14.

15.

To 5:

As you will note from the DDA routing slip I have left attached, certain items in your memo of 22 November are being handled separately.

As it pertains to item A, we have forwarded to the Director this date, i.e., 9 March, what I consider to be an extremely impressive study on the matter of the day care center.

John F. Blake

Att:

DDA 78-0342

Distribution:

Orig - SA/DCI

1 - DDA

I am also interested in proposal that senior government to be secretaries EP is to be temporary

| SENDER WILL CHECK CLASS  |                                    | ACTION TO AND BOTTOM |                |
|--|------------------------------------|----------------------|----------------|
| UNCLASSIFIED   | CONFIDENTIAL                       | CONFIDENTIAL         | SECRET         |
| <b>OFFICIAL ROUTING SLIP</b>   |                                    |                      |                |
| TO   | NAME AND ADDRESS                   | DATE                 | INITIALS       |
| 1  | Executive Officer, DD/A            | 3/6                  | [initials]     |
| 2  | Associate DD/A                     | 8 MAR 1978           | [initials]     |
| 3  | Deputy Director for Administration | 7 MAR 1978           | [initials]     |
| 4  | SA/DCI (202/44)                    |                      |                |
| 5  |                                    |                      |                |
| 6  |                                    |                      |                |
| ACTION   |                                    | DIRECT REPLY         | PREPARE REPLY  |
| APPROVAL   |                                    | DISPATCH             | RECOMMENDATION |
| COMMENT  |                                    | FILE                 | RETURN         |
| CONCURRENCE  |                                    | INFORMATION          | SIGNATURE      |
|  |                                    | 9 MAR 1978           |                |
| <b>Remarks:</b><br><div style="text-align: right;">178 0342/1</div> <p>These new drafts (Tabs B, C, and E) reflect changes which you have requested. Since this package has already been through the DDA Registry and the Executive Registry, we did not feel the covering memo should be redone. Presume it can be put back into the system.</p> <p>The tabs are keyed to items in reference.</p> <p>Items a and d are subject of separate memos. Item h will be handled by Ex Sec'y.</p> |                                    |                      |                |
| <b>FOLD HERE TO RETURN TO SENDER</b>   |                                    |                      |                |
| FROM: NAME ADDRESS AND PHONE NO.   |                                    |                      | DATE           |
| Acting Director of Personnel   |                                    |                      | 6 Mar 78       |
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